

Saint Paul Police Department

Sworn Police Personnel Competency Matrix – June 1, 2006

(Each competency builds upon the other as the class series progresses.)

Effective Date: August 17, 2006

Classification Titles	Police Officer Occupation Code 323 BU: 04, Grade: 31B, Salary Info	Sergeant Occupation Code 414 BU: 04, Grade: 36X, Salary Info	Commander Occupation Code 544 BU: 04, Grade: 44X, Salary Info
General Duty Statement	Performs responsible police work involving the protection and safety of the community through prevention and control of crime, preserving peace, regulating traffic, and providing emergency services. Performs related duties as required.	Performs supervisory responsibilities and commands an assigned detail of uniformed law enforcement personnel. Investigates crime complaints for the purpose of collecting evidence and detecting and arresting criminals or performs specialized law enforcement activities. Performs other related duties as assigned.	Performs highly-responsible administrative and managerial police work in planning and directing the activities of an assigned patrol district, investigative unit, or other major unit of the Police Department. Performs related duties as required.
Supervision Received	Works under the general and technical supervision with considerable discretion for resolution of incidents and initiation of enforcement activity following established policies and procedures.	Works under the general and technical supervision of a division or unit supervisor.	Works under the general direction of an Assistant Chief or the Chief of Police.
Supervision Exercised	None in normal duties. May lead the work of recruit officers, community service officers, or police reserve officers.	May exercise supervision over subordinate police personnel and support personnel.	Exercises, within a unit, general supervision over subordinate supervisors, police personnel, and support personnel.

Saint Paul Police Department

Sworn Police Personnel Competency Matrix – June 1, 2006

(Each competency builds upon the other as the class series progresses.)

Effective Date: August 17, 2006

Shared Competencies	Police Officer	Sergeant	Commander
<p style="text-align: center;">Technical Expertise <i>Industry Practice/Risk Management/Technology</i></p>	<p>Demonstrates a working knowledge of modern law enforcement techniques and practices, including an understanding of the common principles, terms, and procedures used in law enforcement. Demonstrates basic computer knowledge and a familiarity with current law enforcement technological applications and skill in their use.</p> <p>Demonstrates an understanding of the common principles, terms and procedures of Federal, State, and local laws. Demonstrates the ability to apply this understanding in resolving the normal problems involved in law enforcement activities, e.g., specific incidents.</p> <p>Demonstrates the ability to quickly and safely respond to calls for service which includes the ability to determine the appropriate procedures, techniques, methods, apparatus, tools, and equipment to use, and demonstrates the full range of skills necessary to use such apparatus, tools, and equipment, including use of vehicles or handling and discharging firearms in a proficient and safe manner.</p> <p>Demonstrates the ability to work effectively in difficult work environments including accident and crime scenes.</p> <p>Demonstrates an understanding of basic first aid and rescue techniques and skill in their application.</p> <p>Demonstrates the ability to educate, train, and counsel peer officers, community members, and students regarding law enforcement skills, program components, or effective policing strategies.</p>	<p>Demonstrates considerable knowledge of modern law enforcement techniques and practices including an understanding of the full range of theories, principles, terms, and procedures used in law enforcement. Demonstrates an ability to identify and resolve the full range of problems associated with the work.</p> <p>Demonstrates the ability to control, direct and supervise police officers, and other subordinates at crime scenes and control the custody and treatment of prisoners and their property. Demonstrates the ability to detect, repress, and control criminal activities under the jurisdiction of the Saint Paul Police Department.</p> <p>Demonstrates an understanding of the full range of investigative techniques and demonstrates the ability to identify evidence and skill in its collection.</p> <p>Demonstrates knowledge of laws, rules, regulations, standards, policies and procedures related to investigation and collection of evidence including an understanding of the full range of principles, terminologies, and procedures involved in the work and the ability to resolve the full range of associated problems.</p> <p>Demonstrates the ability to keep abreast of innovations, technology, trends, and developments in the law enforcement industry and to recommend or apply new ideas in regard to equipment, tactics, and operations.</p> <p>Demonstrates the ability to train and manage the performance of police officers by reviewing submitted reports, information gathered, observing behavior and by ensuring departmental rules and regulations have been followed.</p>	<p>Demonstrates a thorough knowledge of the theories, principles, and techniques of management and modern law enforcement procedures including an understanding of the full range of principles, terminology, and procedures involved in the work and an the ability to identify and resolve the most complex problems. Demonstrates an understanding of the full range of investigative techniques and demonstrates the ability to apply those techniques to the most complex police investigations.</p> <p>Demonstrates the ability to direct the most complex investigations. Demonstrates the ability to conduct surveys of criminal incidents and develop selective enforcement programs.</p> <p>Demonstrates a full range of understanding of the principles, terms, and procedures of Federal, State, and local laws, and the ability to apply them to specific situations. Demonstrates the ability to resolve the most complex problems, applicable to specific case activities.</p>

Saint Paul Police Department

Sworn Police Personnel Competency Matrix – June 1, 2006

(Each competency builds upon the other as the class series progresses.)

Effective Date: August 17, 2006

Shared Competencies	Police Officer	Sergeant	Commander
<p style="text-align: center;">Community Policing <i>Customer Service</i></p>	<p>Demonstrates caring, compassion, diplomacy and empathy; treats others as they want to be treated by employing communication techniques including listening to the customer.</p> <p>Demonstrates the ability to keep promises to customers, by following through on what's been promised.</p> <p>Demonstrates the ability to focus on service delivery, showing responsiveness to the community and assisting in the identification of customer needs.</p> <p>Demonstrates the ability to identify community needs/concerns/issues and communicate and inform supervisor of issues and possible ways to resolve them.</p>	<p>Demonstrates the ability to resolve complaints from citizens and peers and exercises good judgment and patience in dealing with issues and concerns.</p> <p>Demonstrates the ability to manage investigations of cases and ensures high level of respect and positive community relations in dealing with witnesses, suspects and offenders.</p> <p>Demonstrates ability to identify the needs of customers.</p> <p>Demonstrates an ability to promote community policing strategies by encouraging, reinforcing, and providing resources to support the police officer efforts engaged in community policing.</p>	<p>Demonstrates the ability to coordinate multiple resources to assist crime victims, the community, or department personnel.</p> <p>Demonstrates the ability to establish customer service standards and analyze customer service data.</p> <p>Demonstrates the ability to direct customer service planning activities for the unit.</p> <p>Demonstrates an ability to identify needs and advocate for and provide the necessary resources to sustain or expand the department's community policing efforts.</p>

Saint Paul Police Department

Sworn Police Personnel Competency Matrix – June 1, 2006

(Each competency builds upon the other as the class series progresses.)

Effective Date: August 17, 2006

Shared Competencies	Police Officer	Sergeant	Commander
<p style="text-align: center;">Project and Program Management, Prioritization, Planning, and Finances</p>	<p>Demonstrates the ability to act decisively and make effective decisions quickly under pressure, or stressful conditions according to standard operating procedures. Demonstrates judgment that is rational, free of bias, and reasoned; demonstrates the ability to analyze the consequences of any risk to be taken.</p> <p>Demonstrates the ability to identify potential problems, resolve conflict by identifying common ground; demonstrates the ability to know when to refer or consult with appropriate levels in or outside the organization as resources when needed.</p> <p>Demonstrates the ability to ask questions and be creative when resolving issues; this may include clients in the process by giving them ownership and responsibility to resolve issues; demonstrates the ability to stick with a problem until it is resolved.</p> <p>Demonstrates problem-solving qualities of adaptability/flexibility, dependability; accepts responsibility for the outcome of everyday actions.</p> <p>Demonstrates the ability to learn from successes and failures.</p> <p>Demonstrates the ability to adapt discretionary community policing to identify (and/or identified) community and department needs.</p> <p>Demonstrates the ability to assist with planning, coordinating, and monitoring of special or ongoing law enforcement projects.</p>	<p>Demonstrates the ability to safely delegate, plan, organize and coordinate the work of others while maintaining accountability by following through with projects and assignments.</p> <p>Demonstrates the ability to make appropriate decisions quickly with or without consultation and makes effective recommendations to resolve and mediate conflicts.</p> <p>Demonstrates the ability to quickly assess an emergency situation, take charge of criminal investigations, and delegate resources.</p> <p>Demonstrates the ability to resolve complex technical and operational problems and to refer or to consult with appropriate staff and to attain and direct resources.</p> <p>Demonstrates the ability to identify and analyze problems, evaluate and select alternative solutions and make decisions or recommendations based on knowledge, experience, and expertise.</p> <p>Demonstrates the ability to initiate and follow through with projects by identifying issues to be addressed, conducting research, assigning resources or delegating staff to address the issues, setting deadlines, and monitoring the progress of assignments made.</p> <p>Demonstrates the ability to manage and move projects and people forward and the ability to adapt and be flexible as obstacles arise.</p> <p>Demonstrates an ability to prioritize multiple projects by determining the criticality of multiple demands and responding appropriately. Demonstrates an ability to balance conflicting demands for resources, asks for input when needed, and negotiates time lines and necessary resources to achieve desired results.</p>	<p>Demonstrates the ability to plan organize, and coordinate the full range of departmental activities including the coordination of the work of multiple units and agencies.</p> <p>Demonstrates a considerable ability to analyze facts, and make decisions, and alter those decisions as contingencies arise.</p> <p>Demonstrates a considerable ability to recognize strengths and weaknesses of subordinates; suggest employee development opportunities, and coach and mentor personnel.</p> <p>Demonstrates ability to resolve the most complex organizational problems, personnel issues, and complaints and to make organizational adjustments to meet changing needs.</p> <p>Demonstrates the ability to conduct long-range planning, prepare and manage a unit/grant budget, and authorize purchases and payments.</p>

Saint Paul Police Department

Sworn Police Personnel Competency Matrix – June 1, 2006

(Each competency builds upon the other as the class series progresses.)

Effective Date: August 17, 2006

Shared Competencies	Police Officer	Sergeant	Commander
<p style="text-align: center;">Teamwork, Leadership and Management</p>	<p>Demonstrates the ability to lead others through example by showing initiative, giving positive feedback, and demonstrating the common principles, terms, and techniques required by officers.</p> <p>Demonstrates the ability to develop healthy relationships with community, peers, and supervisors by treating others with respect. Demonstrates the ability to share information, coordinate efforts, and support one another in daily activities of law enforcement.</p> <p>Demonstrates a command presence reflecting a personal charisma by showing poise during stressful situation, sympathy for others, and appropriate humor. Demonstrates pride in appearance and the department, takes care of equipment, remains physically fit, and conducts oneself in a respectful manner with all members of the community served.</p> <p>Demonstrates dedication to law enforcement by understanding the Department Mission, values, vision, and policing strategies.</p> <p>Demonstrates the ability to self-evaluate and continually improve one's performance. Demonstrates self knowledge by attempting to strengthen weaknesses and use strengths advantageously.</p> <p>Demonstrates an ability to help supervise and direct crime scenes in the absence of a supervisor and the ability to for provide safety of self and others in a variety of situations.</p>	<p>Demonstrates the ability to objectively conduct consistent, fair, and equitable performance evaluations. Demonstrates effective performance management by coaching, counseling, mentoring, recognizing, and acknowledging subordinates' performance successes.</p> <p>Demonstrates an ability to create and maintain a positive work environment by allocating resources and working diplomatically within the unit to gain the cooperation of unit members. Demonstrates an ability to seek employee input and use their ideas to enhance the effectiveness of departmental operations or resolve community issues.</p> <p>Demonstrates the ability to effectively motivate and inspire unit members by treating them with respect, providing a good example, and making fair and consistent decisions.</p> <p>Demonstrates the ability to pursue additional education, development, or training and share knowledge or information gained with the unit members.</p>	<p>Demonstrates leadership in emergency and non-emergency situations by safely coordinating and managing department resources, creating an esprit de corps, seeking input in non-emergency situations, and achieving desired results through the efforts of others.</p> <p>Demonstrates an ability to provide support and direction to subordinates, establish trust, and seek opinions from Sergeants. Demonstrates an ability to cultivate a sense of pride and ownership in their work and the organization.</p> <p>Demonstrates a considerable ability to manage and measure the effectiveness of unit command by determining relevant performance data and proficiently analyzing the data. Demonstrates an ability to address performance deficiencies through action plans developed with the input of the unit members.</p> <p>Demonstrates considerable ability to supervise and evaluate the work of subordinate personnel by using objective techniques developed by participation, observation, and direction.</p> <p>Demonstrates considerable ability to devise plans that accommodate specific needs or short- or long-term duration, and coordinates comprehensive projects involving an array of resources drawn from within and/or outside of the department.</p>

Saint Paul Police Department

Sworn Police Personnel Competency Matrix – June 1, 2006

(Each competency builds upon the other as the class series progresses.)

Effective Date: August 17, 2006

Shared Competencies	Police Officer	Sergeant	Commander
<p>Communication</p>	<p>Demonstrates the ability to listen effectively and adapt communication style for the audience by using respectful language and tone, using appropriate interpersonal strategies to diffuse situations, and using nonverbal and verbal rapport-building strategies.</p> <p>Demonstrates the ability to follow oral and written instructions. Demonstrates the ability to use non-verbal cues to communicate effective enforcement presence.</p> <p>Demonstrates the ability to complete required departmental forms, records, and reports on a timely basis.</p> <p>Demonstrates the ability to listen to feedback, self critique, and evaluate personal performance.</p> <p>Demonstrates public-speaking skills in interactions with neighborhood groups, schools, homeowners, and business groups and uses interpersonal skills in protecting the rights and safety of individuals in crisis situations.</p> <p>Demonstrates the ability to develop effective questions and demonstrates skill in interviewing and/or interrogating witnesses, victims, and suspects.</p> <p>Demonstrates the ability to communicate unit needs/concerns/issues to inform supervisor of issues and possible ways to resolve them.</p> <p>Demonstrates the ability to communicate using persuasive techniques that impact and influence the actions of others by diffusing volatile domestic and neighborhood situations.</p> <p>Demonstrates an ability to effectively testify in court on criminal and civil matters by describing the facts in a persuasive manner.</p>	<p>Demonstrates the ability to communicate effectively, both orally and in writing, communicate one-on-one or in small groups, use appropriate language at emergency scenes, and give formal presentations as needed.</p> <p>Demonstrates the ability to share information and the ability to foster two-way communication by listening and remaining open to the views and suggestions of all levels of the organization.</p> <p>Demonstrates the ability to provide clear, sufficient, and timely information to the unit about plans, expectations, tasks, and activities.</p> <p>Demonstrates the ability to develop effective interpersonal questions, and demonstrates skill in obtaining information from complainants, criminals, witnesses or others. Demonstrates the ability to compile the information obtained in a clear and understandable report on the findings.</p> <p>Demonstrates ability to organize information to maintain records and prepare detailed, complete, and concise reports.</p> <p>Demonstrates the ability to build rapport by being approachable; demonstrates skill in developing and utilizing informants and other specialized sources of information in order to positively influence outcomes.</p> <p>Demonstrates the ability to give and receive feedback for managing performance of police officers.</p> <p>Demonstrates a high level and variety of communication strategies to impact, influence, and resolve situations involving both the department work units and the community.</p>	<p>Demonstrates the ability to obtain and provide information on all incidents and responds in a timely manner to press inquiries. Demonstrates an ability to maintain good press relations providing all information that can be made public in a clear and concise and non-combative manner.</p> <p>Demonstrates the ability to maintain records that are clear, concise, and meet department needs and to direct the preparation of necessary reports records and documentation.</p> <p>Demonstrates considerable ability to communicate and respond appropriately and respectfully to subordinates and elected officials; maintains professional work relationships with the community and local support groups.</p> <p>Demonstrates considerable ability to use communication strategies to positively impact and influence high-level community and City affiliates.</p>

Saint Paul Police Department

Sworn Police Personnel Competency Matrix – June 1, 2006

(Each competency builds upon the other as the class series progresses.)

Effective Date: August 17, 2006

Requirements			
	Police Officer	Sergeant	Commander
Education, Certification, and Registration	Applicants must be at least 21 years of age and be licensed or eligible for licensure as a Peace Officer in the State of Minnesota. Must possess a valid Minnesota Class D driver's license or equivalent out-of-state license. The driver's license must have no suspensions or revocations for driving-related offenses within the two year period prior to date of appointment. Suspensions for parking-related offenses are excluded. Certain positions may require speaking fluently in a second language. Possible languages include: Vietnamese, Hmong, Cambodian, Spanish, and Laotian.	Must be certified and licensed as a Police Officer by the Minnesota Peace Officer Standards and Training (POST) Board. Bachelor's degree and three years' experience as a Saint Paul Police Officer; or four years' experience as a Saint Paul Police Officer. No substitution for education or experience.	<p>A bachelor's degree and four years of experience in the position and holding the title of Sergeant to include one year as a supervising Sergeant and one year as a Sergeant investigator or administrator.</p> <p>Or, ten years of experience in the position and holding the title of Sergeant to include one year as a supervising Sergeant and one year as a Sergeant investigator or administrator.</p> <p>A Master's Degree in Law Enforcement, Sociology, Psychology, a related field, or a Juris Doctorate may be substituted for one year of experience.</p>